

strength deployment inventory 2.0[®]

Personalized Report:

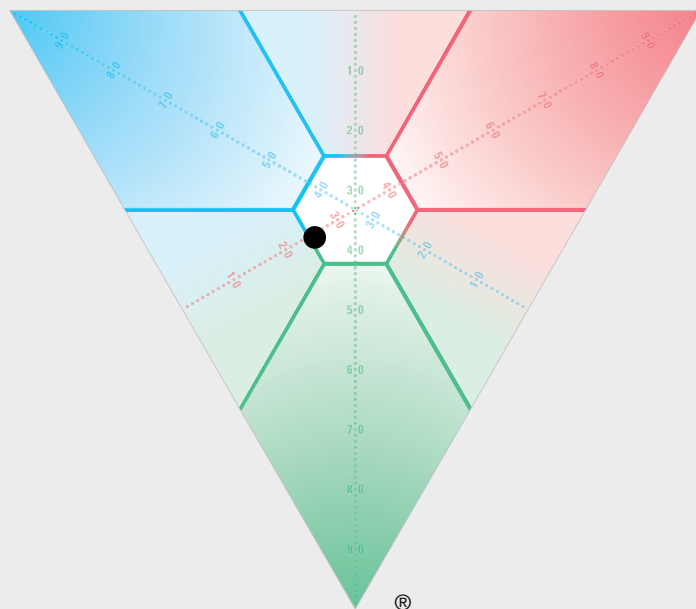
Gonzalez, Sandra Gonzalez, Sandra


Elias Porter, PhD
Tim Scudder, PhD



Motives

Gonzalez, Sandra Gonzalez, Sandra



MOTIVATIONAL VALUE SYSTEM		
38	37	25
Process	People	Performance
My MVS is:		
 HUB		

CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES

Your Motivational Value System (MVS) dot is based on your scores. It shows the relative priority of your People, Performance, and Process motives – and how they blend when things are going well.



HUB People-Performance-Process

You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

YOUR MOTIVES AND VALUES

As a person with a **Hub MVS**, you achieve feelings of self-worth by finding and meeting the needs of groups, while staying open to all sides of situations.

You are flexible in your approach and responsive and adaptable in relating to others. You find common ground so you can meet the group's needs. You see all sides of a situation, demonstrating empathy with a variety of different types of people, situations, and challenges. You are tolerant, social, creative, and versatile. You value the power of building consensus.

You read situations and respond to them in situationally appropriate ways. You meet the needs of the moment while maintaining flexibility for the future. You promote cohesiveness by getting others together to share ideas. You want to unite people in a common cause, and you are willing to play whatever role is necessary to do so.

You coordinate your efforts with others in activities that involve closeness, clear lines of authority, and independent efforts. You are friendly, democratic, and playful. You value consensus and consider multiple points of view.

UNDERSTANDING YOUR RESULTS

The SDI 2.0 describes your motives in relating to others under two conditions:

- 1) **when everything is going well**
- 2) when you are faced with conflict

The dot on the SDI 2.0 Triangle represents the motives that drive your use of strengths when things are going well. Each person's MVS is a combination of three primary motives working together. The MVS shows the frequency with which people are motivated by concerns for People (Blue), Performance (Red), and Process (Green).

There are seven MVS regions on the SDI 2.0 Triangle. Each region is defined by the way the three motives blend in different proportions when things are going well.

THE IMPACT OF NEIGHBORING REGIONS

Your MVS dot is close to the **Blue-Green** and **Green** regions of the triangle. You may find that some parts of these MVS descriptions also apply to you.










HUB: People-Performance-Process

Flexible-Cohering: You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

Flexible: able to respond to changing circumstances and conditions.

Cohering: bringing people together to form a united whole.

Mark the statements that are true for you:		
WHAT YOU DO	FEELINGS AND IDEALS	CONFLICT TRIGGERS
<input type="checkbox"/> I tend to be flexible, social, playful, and collaborative. <input type="checkbox"/> I tend to have multiple goals and more than one area of focus. <input type="checkbox"/> I am curious about what others think and feel. <input type="checkbox"/> I am open-minded and willing to adapt. <input type="checkbox"/> I prefer to have consensus on important decisions. <input type="checkbox"/> I want to maintain an appropriate balance between process, people, and performance. <input type="checkbox"/> I include other people and recognize their contributions. <input type="checkbox"/> I remain open to new ideas, options, and possibilities. <input type="checkbox"/> I examine situations from multiple perspectives. <input type="checkbox"/> I like to stay connected to many people and to know what they are doing, even when I can't be included.	<input type="checkbox"/> I feel best about what I am doing when I am able to coordinate my efforts with others in some common undertaking that involves closeness, clear lines of authority, and opportunity for self-reliance. <input type="checkbox"/> I identify with and feel most at ease with people who clearly are flexible in their behavior and readily able to adapt to whatever the situation calls for. <input type="checkbox"/> Ideally, I would like to be more decisive, more methodical, or more sensitive, depending on the situation. <input type="checkbox"/> Ideally, I would like to avoid ever being subservient to others, domineering over others, and/or isolated from others. <input type="checkbox"/> I feel most rewarded by others when they treat me as a good team member who knows how to be a loyal follower, knows how to exercise authority, and knows when to follow the rules and when to use judgment.	<input type="checkbox"/> I must operate in an environment that doesn't allow enough time to explore the opinions of others. <input type="checkbox"/> Others restrict my flexibility, insisting on only one approach or solution. <input type="checkbox"/> I am required to interact with others who are strict, unyielding, or domineering. <input type="checkbox"/> Others are excluded from the group or treated with indifference. <input type="checkbox"/> Consensus-building is not valued or allowed. <input type="checkbox"/> I am not being heard or I fear that my input is unwelcome or undesirable. <input type="checkbox"/> I am managed in a style that rewards compliance and does not value my innovative efforts and contributions. <input type="checkbox"/> I am being locked into a rigid and inflexible future without any opportunity to reconsider or re-evaluate my options. <input type="checkbox"/> I can see that several mutually exclusive opportunities have equal value, and it is not clear that any one of them is better than the others.

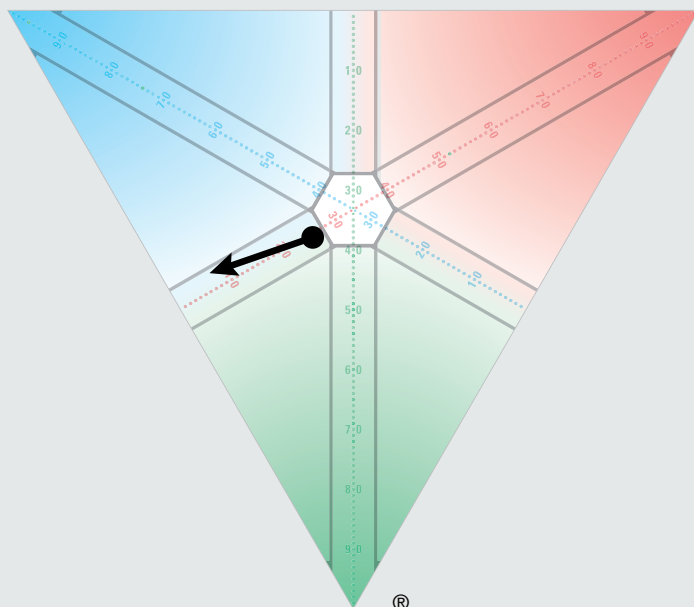
MOTIVATIONAL VALUE SYSTEM (MVS)	DESCRIPTION	CHARACTERISTICS	ENGAGING ENVIRONMENT
 BLUE	People who are motivated by the protection, growth, and welfare of others. They have a strong desire to help others who can genuinely benefit.	Seeking ways to bring help to others... Trying to make life easier for others... Being open and responsive to the needs of others... Trying to avoid being a burden to others... Defending the rights of others.	Open, friendly, helpful, supportive, trusting, socially sensitive, loyal, compassionate, respectful, receptive, humanitarian... Being needed... Being accepted and appreciated... Opportunities to support others.
 RED	People who are motivated by task accomplishment and achieving results. They have a strong desire to set goals, take decisive action, and claim earned rewards.	Being alert to opportunity... Striving for immediate action... Accepting challenges... Competing for authority and responsibility... Exercising persuasion... Accepting risk-taking as necessary and desirable.	Progressive, innovative, challenging, fast-moving, stimulating, competitive, creative... New opportunities... Potential for advancement and winning... Material rewards available.
 GREEN	People who are motivated by meaningful order and thinking things through. They have a strong desire to pursue independent interests, to be practical, and to be fair.	Seeking clarity, accuracy and correctness... Being cautious and thorough... Keeping emotions under control... Planning ahead and following the plan... Conserving resources.	Clarity, logic, precision, utility, durability, efficiency, reliability, organized... Effective use of resources... Clear, supportable, criteria for decision-making... Time to develop ideas.
 RED-BLUE	People who are motivated by the maximum growth and development of others. They have a strong desire to direct, persuade, or lead others for the benefit of others.	Actively seeking opportunities to help others... Creating welfare and security for others... Generating enthusiasm and support in tackling obstacles to success... Challenging others to be or do their best.	Enthusiastic, open, friendly, sincere, trusting, compassionate... Respect for others... Positive initiatives for the growth and development of others... Opportunities to coach or mentor others.
 RED-GREEN	People who are motivated by intelligent assertiveness and fairness in competition. They have a strong desire to develop strategy and assess risks and opportunities.	Taking the most efficient course of action... Assessing risks and opportunities... Being decisive and proactive when the facts are known... Challenging opposition through thoughtful process and strategy.	Strategic, determined, planned... Complex, challenging tasks requiring expertise... Recognition for achievement... Availability of technical resources... Opportunities to develop winning strategies.
 BLUE-GREEN	People who are motivated by developing self-sufficiency in self and others. They have a strong desire to analyze the needs of others and to help others help themselves.	Offering assistance for greater self-sufficiency and independence... Building effective processes and resources to protect or enhance others' welfare... Fighting for principles that are fair.	Conscientious, patient, congenial... Respect for individuals, fairness, and resources... Opportunities to encourage others' independence... Tasks that require thoughtful analysis to aid those in need.
 HUB	People who are motivated by flexibility and adapting to others or situations. They have a strong desire to collaborate with others and to remain open to different options and viewpoints.	Considering multiple perspectives and ideas... Being open-minded and willing to adapt... Bringing people together and making connections... Maintaining appropriate balance... Keeping options open.	Cooperative, interactive, sociable, democratic, playful, spontaneous, novelty, flexibility... Being heard and listening... Consensus building... Tolerant of different opinions and perspectives .


YOUR RESULTS


YOUR RESULTS

Conflict


Gonzalez, Sandra Gonzalez, Sandra



MOTIVATIONAL VALUE SYSTEM		
38	37	25
Process	People	Performance
My MVS is:		
 HUB		

CONFLICT SEQUENCE		
49	44	7
Accommodate	Analyze	Assert
My CS is:		
 [BG]-R		

CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT									
Your Conflict Sequence (CS) arrowhead is based on your scores. It shows the order that you experience a desire to accommodate, assert, or analyze during three stages of conflict.									
	[BG]-R [Blue or Green]-Red You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.								
<table border="1"> <thead> <tr> <th colspan="2">3 STAGES OF CONFLICT</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>[BG]</td> </tr> <tr> <td>2</td> <td>[BG]</td> </tr> <tr> <td>3</td> <td>R</td> </tr> </tbody> </table>		3 STAGES OF CONFLICT		1	[BG]	2	[BG]	3	R
3 STAGES OF CONFLICT									
1	[BG]								
2	[BG]								
3	R								

HOW YOU EXPERIENCE CONFLICT

You first try to understand the issue and reduce your personal risk. You blend or alternate accommodating and analytical approaches to people and problems. You balance your needs, rights, and obligations with others. You want to establish a mutually respectful peace. You believe that the best way to show you care about the problem is to clarify the issues and people's feelings through conversation.

You want people to get along and to treat each other fairly. You do not want other people to be aggressive, argumentative, or to push for immediate decisions or actions.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

If conflict progresses to your Stage 3 Red, you confront people, get angry, or fight, although you may wait a long time in Stage 2 to prevent this.

INTERPRETING YOUR LINE

The length of the line between your dot and arrowhead suggests the degree of change you experience internally and the degree of change that can be observed by others. You have a **Medium Line**, which means the change from your **Hub MVS** to your **Stage 1 [BG]** is somewhat noticeable.

UNDERSTANDING YOUR RESULTS

The SDI 2.0 describes your motives in relating to others under two conditions:

- 1) when everything is going well
- 2) **when you are faced with conflict**

The arrowhead on the SDI 2.0 Triangle represents the sequence of motives you experience when faced with conflict. Each person's Conflict Sequence is a pattern of three primary motives — Accommodating (Blue), Asserting (Red), and Analyzing (Green).

Different combinations of Blue, Red, and Green produce 13 possible Conflict Sequences. Each region is defined by the order that motives are experienced during conflict.

WHAT DO THE BRACKETS MEAN?

Your **[BG]-R** Conflict Sequence has brackets. The colors of motives in the brackets are interchangeable. When you are in a bracketed stage of conflict, you choose one of the bracketed colors or try to combine the colors, based on how you see the conflict.

THE IMPACT OF NEIGHBORING REGIONS


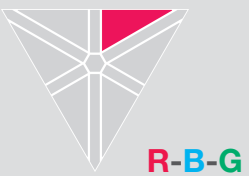

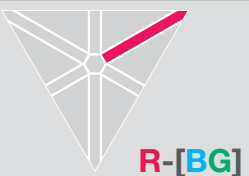
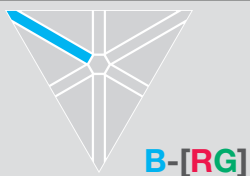


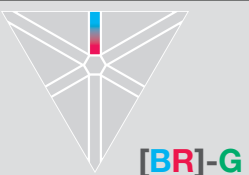





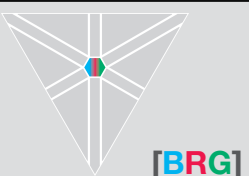
Your Conflict Sequence (CS) arrowhead is close to the **B-G-R** and **G-B-R** regions of the triangle. You may find that some parts of these CS descriptions also apply to you.



[BG]-R: Stage 1 Conflict

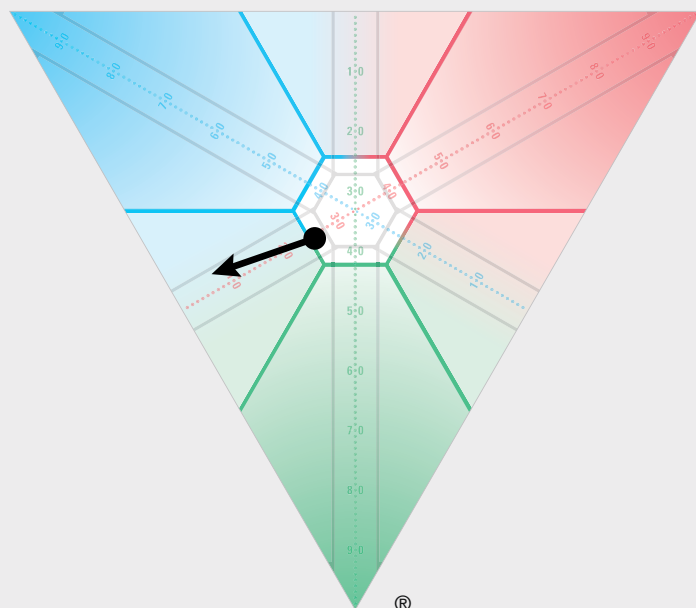
When faced with conflict, I want to maintain peace and harmony with caution regarding the personal cost of doing so. If that does not work, I may feel compelled to fight, possibly in an explosive manner.

Mark the statements that are true for you when you are experiencing each stage of conflict:		
STAGE 1: Self, Problem, Others	STAGE 2: Self, Problem, Others	STAGE 3: Self, Problem, Others
<p>[BG]-R <i>Wanting to accommodate others or analyze the situation.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> I want to find a fair and rational solution for everyone. <input type="checkbox"/> I feel uncertain about the situation and what to do next. <input type="checkbox"/> I want to clarify and understand people's feelings and concerns. <input type="checkbox"/> I want the rules or principles to be enforced considerably. <input type="checkbox"/> I may alternate accommodating or analytical approaches until something works. <input type="checkbox"/> I feel the need to balance or prioritize between harmony and logic. <input type="checkbox"/> If other people are angry or self-serving, it could send me into my second stage of conflict. 	<p>[BG]-R <i>Wanting to conditionally give in or defer to others, or to disengage from others or clarify the issue.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> I am frustrated by a lack of respect for others or me. <input type="checkbox"/> I want to minimize my exposure or potential risks. <input type="checkbox"/> I become defensive of my core principles or interests. <input type="checkbox"/> I want to wait and let things settle down. <input type="checkbox"/> I become reflective and analyze my role in the conflict. <input type="checkbox"/> I believe enduring the current situation or making additional concessions is better than letting the situation degenerate into a heated battle. 	<p>[BG]-R <i>Feeling driven to fight.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> I feel energized, angry, or indignant because others have not been cooperative or reasonable. <input type="checkbox"/> I confront other people and in some cases act explosively. <input type="checkbox"/> I want to express the things that I have been refraining from saying. <input type="checkbox"/> It seems that I have no choice but to fight. <input type="checkbox"/> I don't want to wait for other people or to sacrifice any more.


CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
 [BG]-R	When faced with conflict, I want to maintain peace and harmony with caution regarding the personal cost of doing so. If that does not work, I may feel compelled to fight, possibly in an explosive manner.	 R-B-G	People who want to challenge conflict directly. If that does not work, they want to restore or preserve harmony. If that does not work, they may feel compelled to withdraw from the situation or end the relationship.
 B-R-G	People who want to keep peace and harmony. If that does not work, they want to take a stand for their rights. If that does not work, they may feel compelled to withdraw as a last resort.	 R-[BG]	People who want to assert they rights and win. If that does not work, they want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what they can.
 B-[RG]	People who want to keep harmony and accommodate the opposition. If that does not work, they want to make a choice based on what's best for everyone: to rely on logic and principle or to employ assertive strategies to prevent defeat.	 R-G-B	People who want to prevail through competition. If that does not work, they want to use logic, reason, and rules. If that does not work, they may feel compelled to surrender as a last resort.
 B-G-R	People who want to keep harmony and goodwill. If that does not work, they want to disengage and save what they can. If that does not work, they may feel compelled to fight, possibly in an explosive manner.	 [BR]-G	People who want to press assertively to maintain harmony and goodwill, but they do not want to sacrifice results for harmony. If that does not work, they may decide to withdraw from the situation.
 G-B-R	People who want to carefully examine the situation. If that does not work, they want to defer to other people in the interest of harmony. If that does not work, they may feel compelled to fight, possibly in an explosive manner.	 [RG]-B	People who want to engage conflict quickly, but indirectly, with thoughtful strategies. If that does not work and others have more power in the situation, they may surrender.
 G-[BR]	People who want to maintain order and principles. If that does not work, they want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.	 [BG]-R	People who want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, they may feel compelled to fight, possibly in an explosive manner.
 G-R-B	People who want to analyze the situation logically. If that does not work, they want to forcefully press for a logical resolution. If that does not work and others have more power in the situation, they may surrender.	 [BRG]	People who want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Their approach differs according to the situation, rather than following a fixed sequence.

SDI 2.0 Results


Gonzalez, Sandra Gonzalez, Sandra



MOTIVATIONAL VALUE SYSTEM

38	37	25
Process	People	Performance
My MVS is:		
 HUB		

CONFLICT SEQUENCE

49	44	7
Accommodate	Analyze	Assert
My CS is:		
 [BG]-R		

CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES



HUB

You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

YOUR MOTIVES AND VALUES

As a person with a **Hub MVS**, you achieve feelings of self-worth by finding and meeting the needs of groups, while staying open to all sides of situations.

You are flexible in your approach and responsive and adaptable in relating to others. You find common ground so you can meet the group's needs. You see all sides of a situation, demonstrating empathy with a variety of different types of people, situations, and challenges. You are tolerant, social, creative, and versatile. You value the power of building consensus.

You read situations and respond to them in situationally appropriate ways. You meet the needs of the moment while maintaining flexibility for the future. You promote cohesiveness by getting others together to share ideas. You want to unite people in a common cause, and you are willing to play whatever role is necessary to do so.

You coordinate your efforts with others in activities that involve closeness, clear lines of authority, and independent efforts. You are friendly, democratic, and playful. You value consensus and consider multiple points of view.

CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT



[BG]-R

You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

1	[BG]
2	[BG]
3	R

HOW YOU EXPERIENCE CONFLICT

You first try to understand the issue and reduce your personal risk. You blend or alternate accommodating and analytical approaches to people and problems. You balance your needs, rights, and obligations with others. You want to establish a mutually respectful peace. You believe that the best way to show you care about the problem is to clarify the issues and people's feelings through conversation.

You want people to get along and to treat each other fairly. You do not want other people to be aggressive, argumentative, or to push for immediate decisions or actions.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

If conflict progresses to your Stage 3 Red, you confront people, get angry, or fight, although you may wait a long time in Stage 2 to prevent this.

THE PATH BACK TO YOUR HUB MVS

The path from your **Stage 1 [BG]** back to your **Hub MVS** may involve clarifying the rules of interaction and building consensus.

Top 3 Strengths

Gonzalez, Sandra Gonzalez, Sandra

WORK PERSPECTIVE

Your top three strengths are an important part of the way others see you. These strengths are frequently evident when you work with others. You are probably very effective with these strengths and appreciate when you are recognized for using them well.

LOYAL

Steadfast and faithful. Your face might as well be in the dictionary next to these words. Why? Because you keep your promises and people know it. They can count on you once you make a commitment to a cause, a task, or a person. Your word is your bond.

You appreciate loyalty in others and it rubs you the wrong way when others don't follow through. Loyalty is something that you first give to others, and that you retract only if they prove they cannot be trusted.

Because of your loyal nature, you can sometimes run the risk of being taken advantage of or being manipulated. Your loyal nature can even cause you to be blind to this. On the whole, you thrive in an environment where you can trust those around you and you can deliver on what you say.

METHODICAL

In your perfect world, everything would have a place and everything would be in its proper place. You're most comfortable when things are in order. While others might think you work at this, it actually comes quite naturally. And while others are aspiring to be organized, you're doing it.

You don't dare shoot from the hip. You have systems. You make plans. You follow schedules. You have routines. And once it's working for you, you stay with it. So much so that, on occasion, you might be seen as rigid or stuck in your ways.

You might be encouraged to "get out of a rut" to find a new groove. In spite of this caution, your strength is so desirable that others will seek you out, asking you to help them set up similar systems, procedures, and methods for them.

PERSEVERING

You are like a locomotive on a track. When you set your mind on something, look out. You're not stopping until you arrive. Persistence is the name of the game for you - you keep at it until things work the way they were supposed to.

Stamina and endurance are words that also come to mind. You aren't afraid of hard work. In fact, you thrive in it. While others are growing weary, you're getting your second wind. You just keep going. In some situations, others might see you as stubborn, but that's okay most of the time.

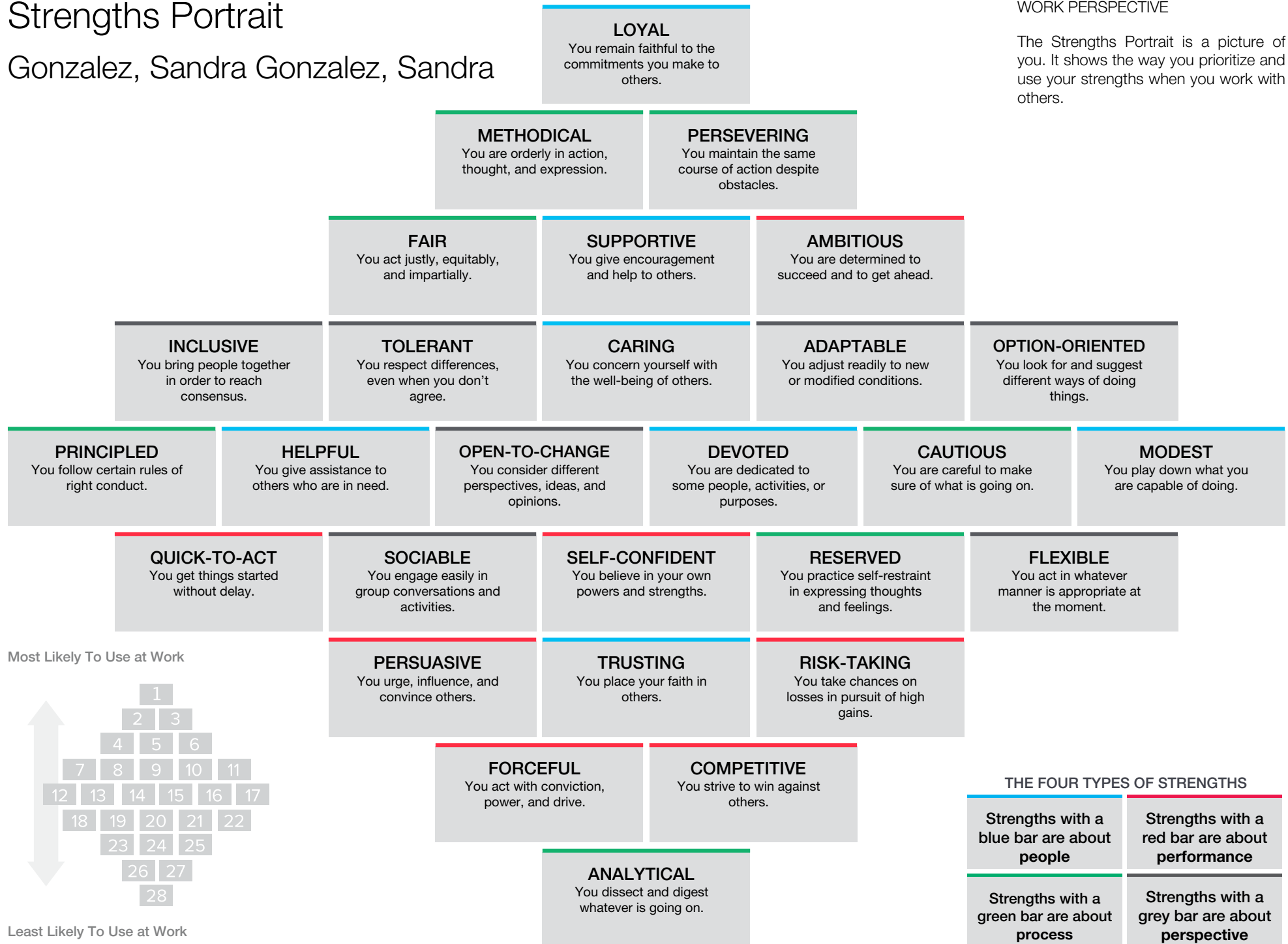
Your ability to stay on track and keep working is simply a mystery to those who give up at the first sign of adversity. You're unrelenting. You stay in the game. You relish the satisfaction that follows overcoming seemingly insurmountable odds.

Strengths Portrait

Gonzalez, Sandra Gonzalez, Sandra

WORK PERSPECTIVE

The Strengths Portrait is a picture of you. It shows the way you prioritize and use your strengths when you work with others.



Top 3 Overdone Strengths

Gonzalez, Sandra Gonzalez, Sandra

WORK PERSPECTIVE

Your top three overdone strengths may contribute to some difficulty in your relationships. Even though they are well-intended, they can generate negative perceptions in others. You can turn perceived weakness into strengths by using them at the right time, or by scaling back their frequency, duration, or intensity.

CAUTIOUS (Suspicious)

When you believe there is more to the story than meets the eye, you look beneath the surface to expose hidden agendas. You know that people can be manipulative; you just can't be too careful when they are not being open and honest.

Better safe than sorry. You may avoid people or situations when you believe there is potential risk or danger. You warn other people about what could go wrong. While your intent is positive, people may find that these warnings take the joy from otherwise pleasant experiences. They could see you as afraid, overprotective, or suspicious.

To help others more accurately hear your prudent voice of caution, you can present your warnings as simple what-if questions. And if your caution is stopping you from enjoying life, ask yourself what that's costing you.

LOYAL (Blind)

You are capable of almost superhuman loyalty, and that's not always a good thing. You want others to know that they can count on your unwavering commitment. You may forgive and forget things that should not be forgiven, nor forgotten.

You may sometimes turn a blind eye to faults that are obvious to others. It may even lead you to cling to idealized images of others that you can use to defend or justify your loyalty. When this happens, others see your loyalty as irrational, and may wonder if you are somehow being controlled or manipulated.

Taking your loyalty away may feel like a betrayal to you, so you avoid that. But you can stop blind loyalty from getting in your way if you pay attention to the quiet voice of doubt and put people on "probation" when something doesn't seem right.

MODEST (Self-Effacing)

In your effort to give other people credit, you can end up putting yourself down. Not only do you avoid undue attention, you tend to deflect compliments and diminish your own knowledge, skills, or contributions. You want to avoid being seen as arrogant or vain and do not want people to have unrealistic expectations of you.

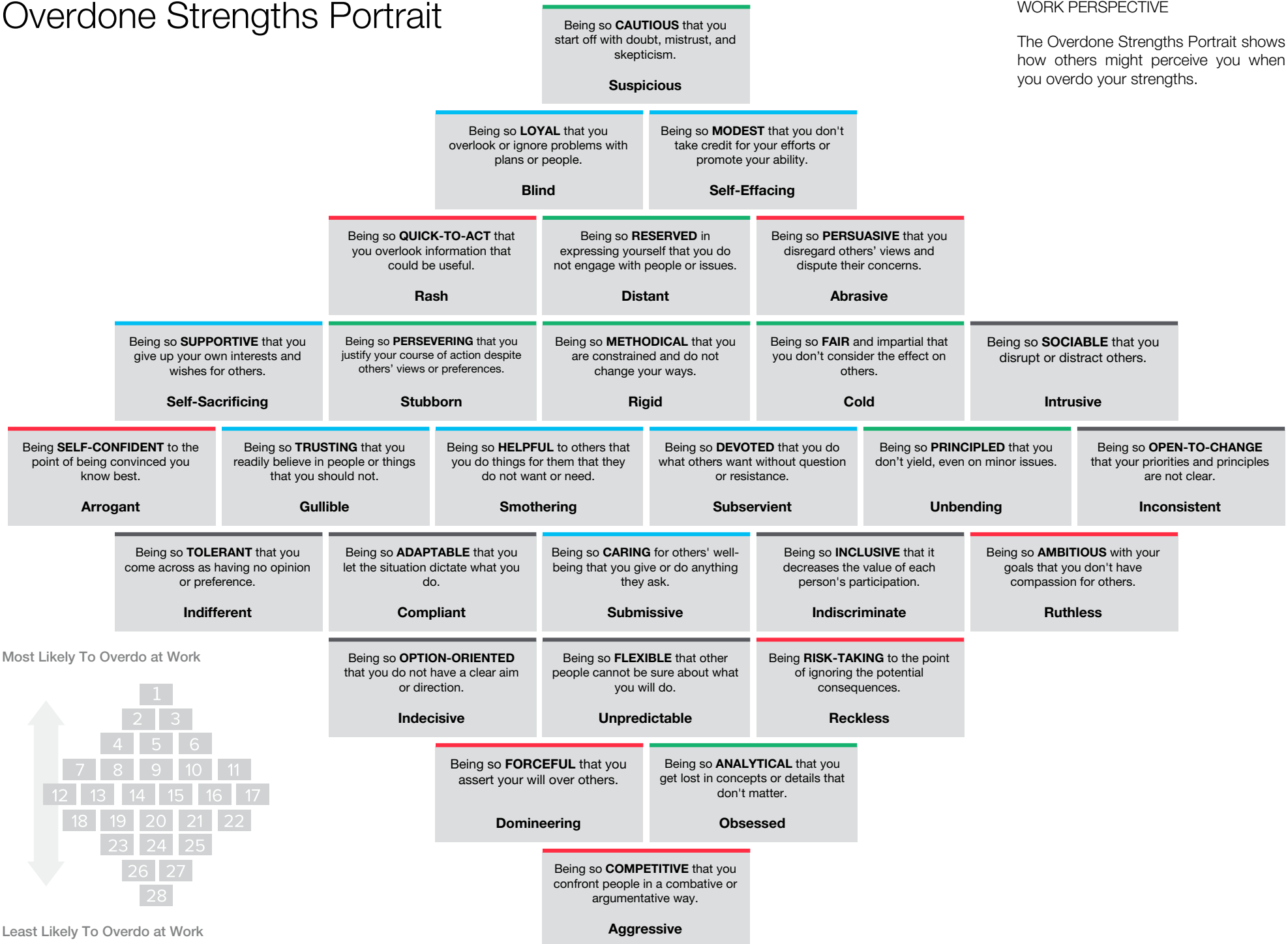
When your modesty comes on too strong, you can appear uninformed, incapable, or even unwilling to get involved. This self-effacing tendency can limit you. It can take away the opportunity to do the things in life that you really want to do.

While you may be hesitant to promise success, you could confidently state your ability to contribute and give your best effort, without making guarantees about results. Then, you don't have to fear that you will let others down.

Overdone Strengths Portrait

WORK PERSPECTIVE

The Overdone Strengths Portrait shows how others might perceive you when you overdo your strengths.

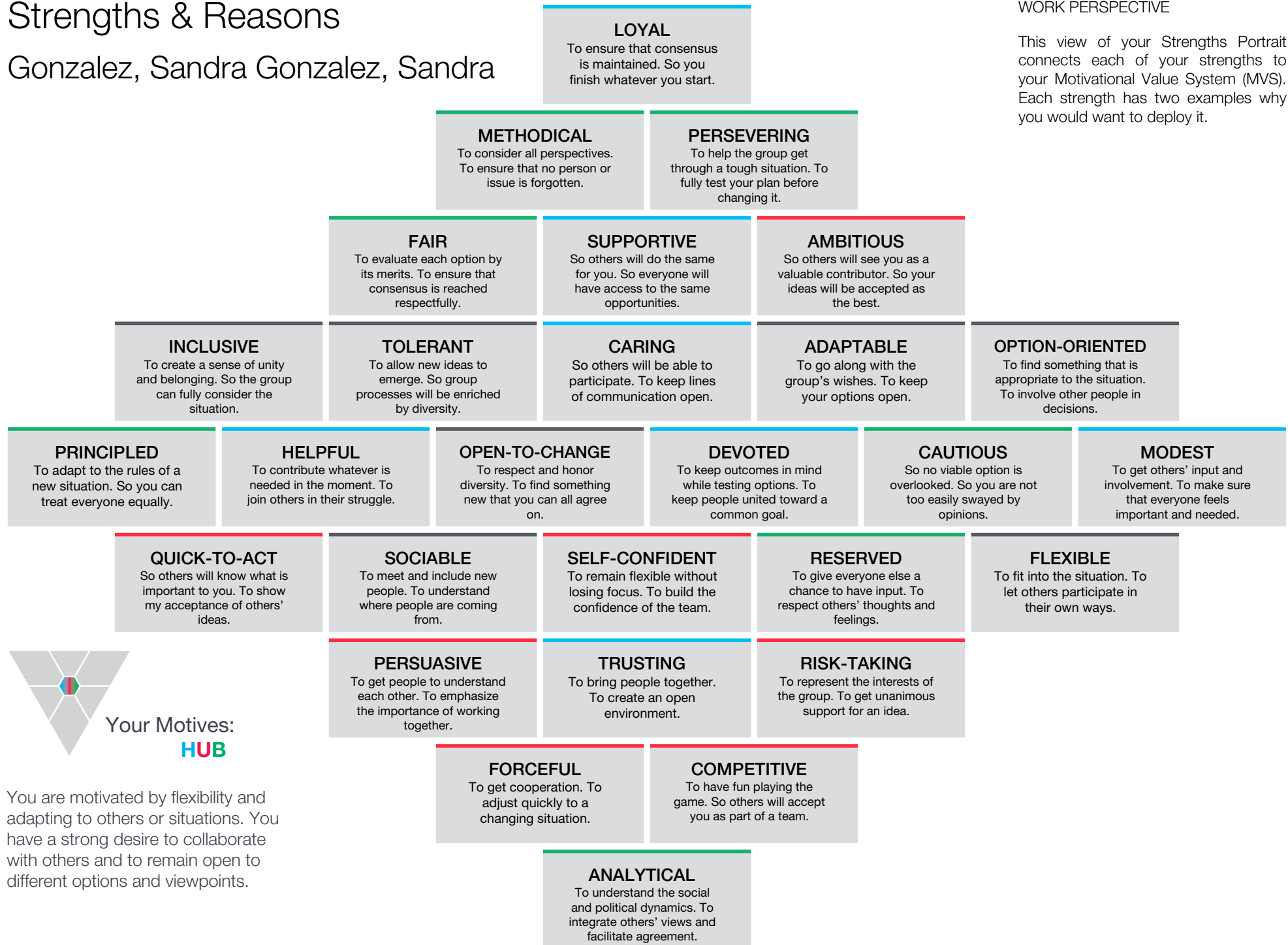


Strengths & Reasons

Gonzalez, Sandra Gonzalez, Sandra

WORK PERSPECTIVE

This view of your Strengths Portrait connects each of your strengths to your Motivational Value System (MVS). Each strength has two examples why you would want to deploy it.



Your Motives:
HUB

You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

Gonzalez, Sandra Gonzalez, Sandra

student



LOYAL

You remain faithful to the commitments you make to others.

METHODICAL

You are orderly in action, thought, and expression.

PERSEVERING

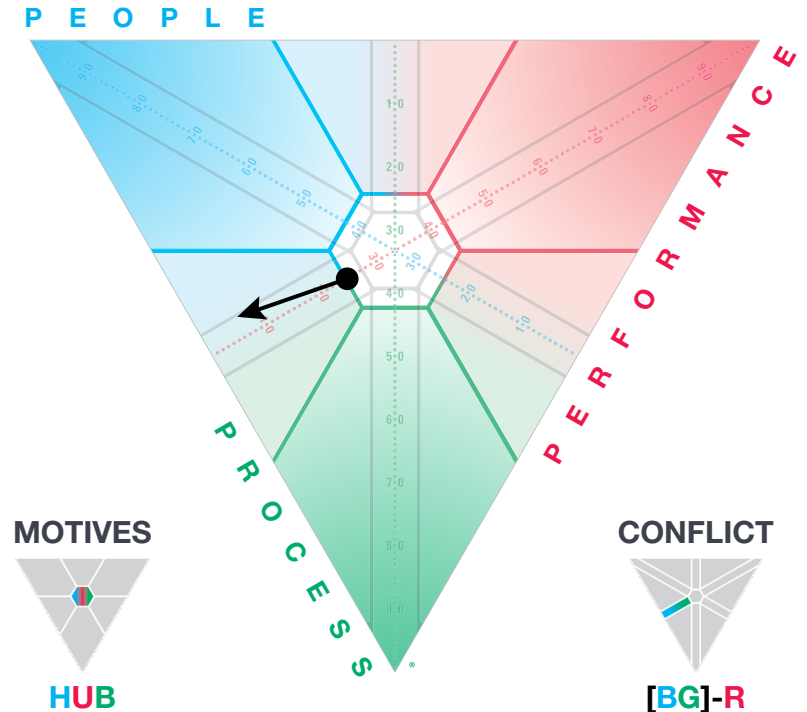
You maintain the same course of action despite obstacles.

Motivational Value System

You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

Communicating with me:

- Examine the situation from multiple perspectives.
- Remain open to new ideas, options, possibilities.
- Include other people, and recognize their contributions.



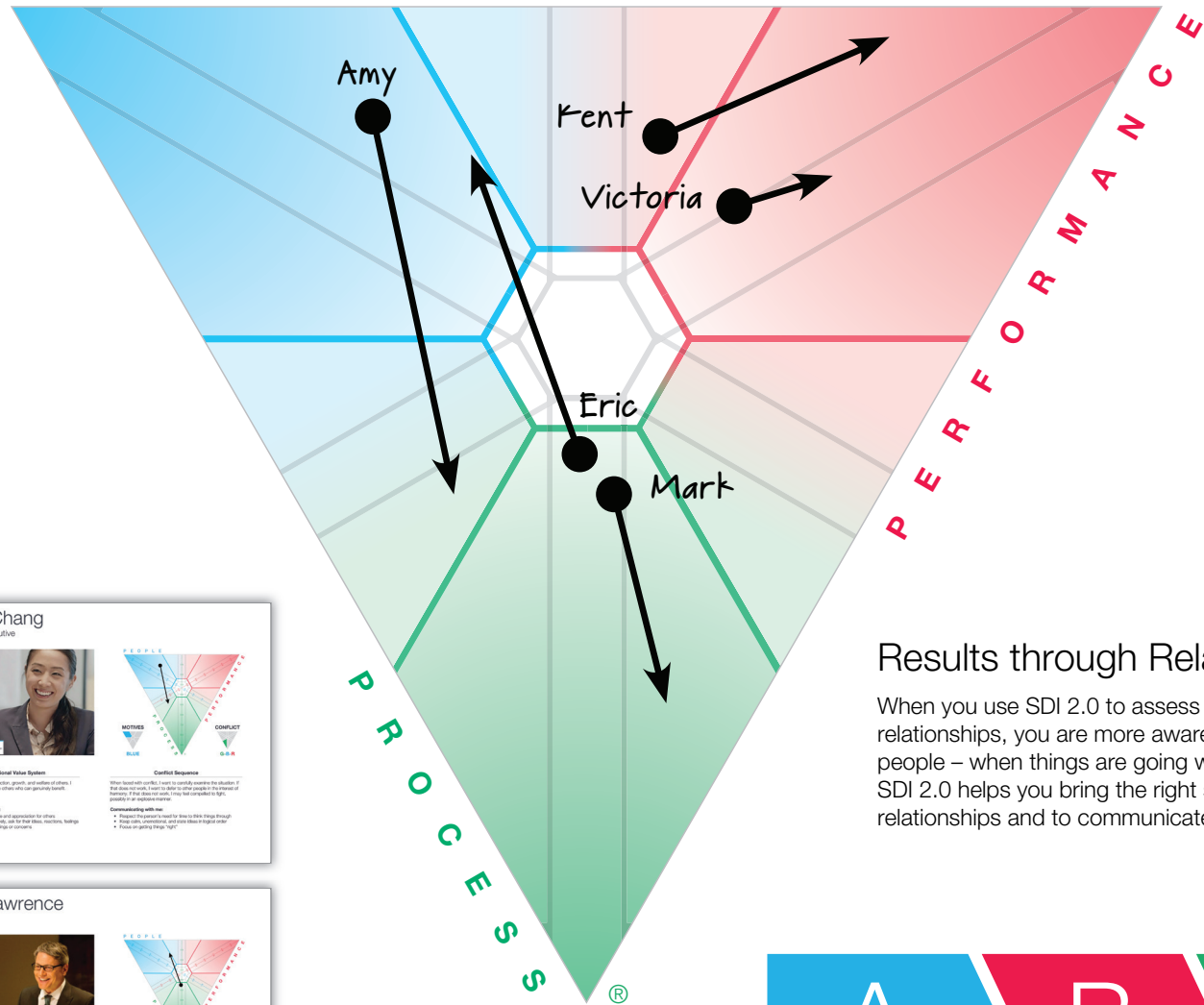
Conflict Sequence

You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

Communicating with me:

- Depersonalize the problem, reassuring them that the relationship is intact.
- Look for reasonable solutions that maintain harmony.
- Allow time for consideration, reframing mistakes or problems as learning opportunities.

P E O P L E



Results through Relationships

When you use SDI 2.0 to assess motives in your relationships, you are more aware of what's driving people – when things are going well and during conflict. SDI 2.0 helps you bring the right strengths to your relationships and to communicate more effectively.

Victoria Patel
Director

Motivational Value System
I am motivated by both accomplishment and achieving results. I have strong ideas and goals. I like to take action and implement plans.

Conflict Sequence
When faced with conflict, I want to assert my rights and win. If the other person won't, I want to take action to get what I want. I will use whatever means necessary to win.

Communicating with me:

- Start with a goal in mind and get to the point quickly.
- Use clear, direct, positive, and confident.
- Be clear, direct, positive, and confident.

Mark Logan
Structural Engineer

Motivational Value System
I am motivated by the process of working through things. I like to work with others to solve problems and find solutions.

Conflict Sequence
When faced with conflict, I want to understand the situation. If the other person won't, I want to take action to get what I want. I will use whatever means necessary to win.

Communicating with me:

- Start with a goal in mind and get to the point quickly.
- Use clear, direct, positive, and confident.
- Be clear, direct, positive, and confident.

Amy Chang
Account Executive

Motivational Value System
I am motivated by the process of working through things. I like to work with others to solve problems and find solutions.

Conflict Sequence
When faced with conflict, I want to understand the situation. If the other person won't, I want to take action to get what I want. I will use whatever means necessary to win.

Communicating with me:

- Start with a goal in mind and get to the point quickly.
- Use clear, direct, positive, and confident.
- Be clear, direct, positive, and confident.

Kent Washington
Chief Counsel

Motivational Value System
I am motivated by the process of working through things. I like to work with others to solve problems and find solutions.

Conflict Sequence
When faced with conflict, I want to understand the situation. If the other person won't, I want to take action to get what I want. I will use whatever means necessary to win.

Communicating with me:

- Start with a goal in mind and get to the point quickly.
- Use clear, direct, positive, and confident.
- Be clear, direct, positive, and confident.

Eric Lawrence
Manager

Motivational Value System
I am motivated by the process of working through things. I like to work with others to solve problems and find solutions.

Conflict Sequence
When faced with conflict, I want to understand the situation. If the other person won't, I want to take action to get what I want. I will use whatever means necessary to win.

Communicating with me:

- Start with a goal in mind and get to the point quickly.
- Use clear, direct, positive, and confident.
- Be clear, direct, positive, and confident.



Relationship Awareness Theory

Relationship Awareness Theory provides a simple, common language for people to understand the motives behind behavior, prevent and manage conflict effectively, and to engage in meaningful dialogue. When applied within teams and organizations, this language dramatically improves the quality of working relationships and workplace performance.

The SDI is based on a strong, valid theory of human motivation originally developed by psychologist and educator Dr. Elias Porter. The theory has four key concepts:

- ▼ Behavior is driven by motivation.
- ▼ Motivation changes in conflict.
- ▼ Strengths can be overdone.
- ▼ Filters influence perceptions

These foundational insights power individual and organizational learning.

SDI Language

MOTIVE

A purpose, drive, or underlying reason why something is done.

MOTIVATIONAL VALUE SYSTEM

A system of motives that serves as a basis for choosing strengths, filtering information, and judging yourself and others. Every MVS is a blend of three primary motives: Blue (people), Red (performance), and Green (process).

FILTER

A method of selective perception and evaluation of a situation.

CONFLICT SEQUENCE

A series of changes in motives during conflict that typically results in a related series of changes in behavior. There are three stages in a Conflict Sequence. These stages are characterized by a concentration of energy and a diminishing focus as follows:

Stage 1: *focus on self, problem, and others*

Stage 2: *focus on self and problem*

Stage 3: *focus on self*

Conflict can be resolved or left unresolved in any stage.

OPPOSITION

Disagreement, contrast, difference, resistance, or dissent. Opposition is not necessarily conflict, but it can grow into conflict when it gets personalized. Most conflicts have elements of opposition in them. Opposition can be productively engaged when things are going well.

CONFLICT

A personal and emotional experience caused by a real or perceived threat to self-worth. The word conflict can also be used in everyday language to describe opposition; however, the SDI separates the two ideas and uses the terms as defined here.

CONFLICT TRIGGER

An event, behavior, situation, or perception that threatens, or has the potential to threaten, a person's self-worth. People only experience conflict about things that are important to them; therefore, conflict triggers include the opportunity to learn about what matters to people. Conflict triggers also present an implied choice:

- to enter conflict based on the perceived triggers, or
- to reframe the situation so that threats are no longer perceived.

STRENGTHS

Freely chosen behaviors that are intended to produce results. Strengths affirm the self-worth of people in relationships. Strengths do not affirm one person's self-worth at the expense of another. Strengths are productively motivated and effective.

OVERDONE STRENGTHS

Behaviors that may be intended as strengths, but are perceived negatively by one or more persons. Strengths may be overdone (or perceived as overdone) in frequency, duration, or intensity. They may also be misapplied, or perceived as misapplied, depending on the context.

CORE

Who you are. A system of motives that influence everything you see, feel, say, and do.

RELATIONSHIPS

Working relationships are authentic connections.

ACCOUNTABILITY

The skill of taking ownership and initiative in order to produce desired results.

SYSTEMS

Processes that create and communicate expectations.

OWNERSHIP

A choice to be committed to an outcome.

INITIATIVE

To act and deliver on a commitment.



ASSESS MOTIVES

- When Things are Going Well
- When There is Conflict

BRING THE RIGHT STRENGTHS

- Know Your Reasons
- Prevent Overdoing

COMMUNICATE IN THE RIGHT STYLE

- Effective Style
- Things to Avoid